

# Michael E. Klein, Ph.D., P.E.

michael.e.klein@gmail.com | 405.444.1000 | LinkedIn @Michael-E-Klein

Current location: Okinawa, Japan | Returning to U.S. in mid-2022

## ASSOCIATE VICE PRESIDENT: FACILITIES AND PLANNING

Strategic facilities leader and civil engineer with experience building safe, functional, and sustainable campuses, optimizing the organization's mission and residents' quality of life. Maximize budget, eliminate spending waste, and capitalize partnership opportunities with public and private sectors. Mobilize large, multicultural, cross-functional teams to achieve planned objectives.

- ✓ Control **\$18 billion** real estate portfolio and sustained with **\$100 million operating budget**.
- ✓ Foster collaborative teams of **1,600+ personnel**, respecting diversity and inclusion. Empower growth within team.
- ✓ Build relationships with **labor unions** and ensure compliance with collective bargaining agreements.
- ✓ Commitment to **innovation and sustainability** and energy-saving program and practice implementation.
- ✓ Earned multiple advanced degrees; aligned to values and community within academic institutions.

## CORE COMPETENCIES

Facilities Operations | Budget Management | Contract Negotiations | Union Relationships / Collective Bargaining  
Team Leadership | Business Resiliency and Continuity | Public-Private Partnerships | Sustainability Programs  
Property Leasing / Acquisitions | Risk Mitigation | Conflict Management | Project Management | Staff Development

## CERTIFICATIONS AND LICENSES

**Certified Educational Facilities Professional (CEFP):** February 2022

**Licensed Professional Engineer (PE):** State of North Carolina (Transferable), June 2016

## PROFESSIONAL EXPERIENCE

### EXECUTIVE VICE PRESIDENT, PUBLIC WORKS AND FACILITIES | COMMANDER, CIVIL ENGINEER GROUP

U.S. Air Force, Okinawa, Japan

6/2020 to Present

*Direct facilities management of **\$20 billion** real estate portfolio encompassing **11,000-acre campus** and **5,000 facilities**, serving **20,000 personnel** and families.*

Oversee **\$100 million** budget to operate, sustain, protect, and recapitalize facilities. Direct **1,600 employees** comprised of local nationals, government employees, and military. Control largest military family housing portfolio for Department of Defense, with **7,800+ single and multi-family units** on seven campuses. Build, renovate, and maintain high-density dormitories. Deliver essential environmental management, fire protection, disaster resiliency, and incident management services. Navigate polarizing and emotionally charged topics within culturally diverse team. Develop trust within all organizational levels.

- Upgraded **\$10 million** power distribution system, replaced 12 miles of underground cable and improved electrical grid.
- Maximized **\$30 million** construction budget to improve operations and enhance campus experience.
- Directed response to natural disasters using *National Incident Management System (NIMS)* standards.
- Demonstrated respect for cultural diversity on staff and addressed legal concerns with *Okinawa Defense Bureau*.
- Investigated catastrophic hazardous materials fire, improved processes and bolstered residents' safety.
- Innovated processes to reduce supply/personnel needs **85%** while accelerating expedient runway repairs.

### VICE PRESIDENT, SUSTAINMENT | DEPUTY DIRECTOR OF ENGINEERING AND FORCE PROTECTION

U.S. Air Force, Seoul, South Korea

6/2018 to 6/2020

*Optimized logistics, engineering, maintenance, and security through cross-functional team leadership, ensuring operational readiness for seven campuses across the Korean Peninsula.*

Administered preparation and readiness, including aircraft maintenance, logistics, civil engineering, and security activities. Sustained **105 aircraft** maintenance and repairs, **\$1.8 billion** in equipment, and **\$4.3 billion** in munitions.

- Spearheaded **\$1 billion facility**, U.S. and Korean joint venture. Negotiated decisions and approvals with foreign government to accelerate program movement. Modernized intelligence integration for enhanced air control.
- Persuaded House Armed Services Committee to eliminate legislative roadblock, allowing project to move forward.
- Garnered **\$200 million** in annual construction authority by host nation to recapitalize aging facilities.

**SENIOR STRATEGIST/ANALYST | CHIEF OF STRATEGY**

U.S. Air Force, Washington, DC

6/2017 to 6/2018

*Strategized and developed plans for 51,000+ engineers across 183 locations worldwide.*

Researched, analyzed, drafted, and presented decision briefings and information papers. Proposed findings to senior executives.

- Authored Civil Engineer strategy playbook identifying best practices to attain resilient and right-sized installations.
- Overhauled personnel management, recruitment, retention, and development to prepare for future demands.
- Executed summit for Civil Engineering leadership, resulting in new vision and creation of strategic, actionable plan.

**CHIEF EXECUTIVE, PUBLIC WORKS DIRECTOR | COMMANDER, CIVIL ENGINEER SQUADRON**

Little Rock Air Force Base, U.S. Air Force, Little Rock, AR

7/2014 to 7/2016

*Headed facilities and public works management with \$44 million annual budget, supporting busiest mobility airfield in the Air Force. Included 800+ facilities and housing world's largest C-130 fleet.*

Designed, constructed, operated, maintained, and protected facilities, enabling installation readiness and security. Cultivated growth and development for 300+ personnel. Guided, trained, and resourced team of engineers to achieve objectives. Delivered essential services supporting 10,000+ personnel and families, including environmental management, fire protection, disaster preparedness, incident management, and readiness and safety services.

- Transformed aircraft facilities through delivery of \$21 million maintenance hangar for new cargo aircraft. Consolidated multiple support functions, repurposing underutilized facility and saved \$300,000 operating costs annually.
- Commanded Emergency Operations Center in active-shooter incident. Orchestrated response from ten separate agencies and 200 responders to ensure safety of base personnel. Implemented NIMS standards and best practices.
- Fostered positive working relationships with union membership and complied with collective bargaining agreements.
- Completed risk assessment to gain \$120 million and Federal Aviation Administration (FAA) approval for runway repair.

**CHIEF EXECUTIVE, PUBLIC WORKS DIRECTOR | COMMANDER, CIVIL ENGINEER SQUADRON**

Los Angeles Air Force Base, U.S. Air Force, Los Angeles, CA

7/2012 to 7/2014

*Oversaw \$38 million annual budget and team of 200 in civil engineering, transportation, and supply management. Enhanced facilities and public works for urban-based, high-density campus, supporting 5,000 employees and families.*

- Championed pilot program, converting fleet to plug-in hybrid/electric vehicles. Leveraged "vehicle-to-grid" technology to supply 700 kilowatts back to grid, enough to power 140+ homes and reduce operating costs \$120,000 annually.
- Conserved \$100,000 annually in utility expenses through 340-kilowatt solar array installation.
- Reduced service contracts \$600,000 annually without diminishing service times.
- Identified collaborative fix to recurring water outages with municipality preventing future disruption and lost productivity.
- Improved campus through \$4 million dorm upgrade, \$8 million parking garage, and \$4.5 million slope stabilizing project.
- Awarded U.S. Air Force Engineer of the Year (2013) and Top 10 Finalist for Federal Engineer of the Year. Recognized for Best Environmental Sustainability Program and Best Resources Management Program of the Year (2012).

**EDUCATION**

Georgia Institute of Technology, Atlanta, GA

Ph.D. Civil Engineering

*Dissertation: Characterization of Urban Air Pollutant Emissions*

Duke University, Durham, NC

M.S. Environmental Engineering

*Thesis: Design of Municipal Yard Waste Composting Facility*

National Defense University, Washington, D.C.

M.S. National Resource Strategy

*Thesis: Examining the Complexity and Challenges of Sustainability Programs*

University of Florida, Gainesville, FL

B.S. Environmental Engineering

## Full Job Description

The **Associate Vice President for Facilities Management (AVPFM)** is responsible for the planning, design, renovation, construction, efficient operation and maintenance of all University facilities and infrastructure, including the development of project budgets, operational budgets and long-range facilities plans based on forecasts of current needs. This includes leading a multifunctional team of dedicated professionals in both their daily execution efforts and their long-term initiatives. The Facilities Management department oversees Facilities Services, Planning and Construction, Business Operations and Space Management.

Reporting to the Vice President for Business Affairs, the AVPFM is a key member of the administrative team that provides strategic and operational leadership and oversight for the facilities department.

- The AVPFM manages approximately 107 University buildings with 5.39 million gross square feet of facilities on a campus of more than 421 acres.
- The facilities operations team consists of approximately 180 full-time professional, technical, maintenance and janitorial staff.
- The AVPFM manages an annual operating budget of more than \$27.3 million.
- The AVPFM directly oversees the Director of Facilities Services, Director of Planning and Construction, Director of Business Operations, and Manager for Space Management.

## Essential Functions

Collaborate with senior leadership to support the University's mission and goals. Leads an efficient, effective, innovative, responsive, and empowered facilities team and promotes a culture of continuous improvement, customer service orientation, and a commitment to diversity within the organization.

Provides leadership in maintaining a safe, healthy, sustainable, and disaster-resilient environment that provides faculty, students and staff with the environment and functionality required to perform at the highest levels of achievement.

Develop and implement strategic plans and initiatives regarding preventative maintenance.

Provides the leadership to the facilities operations team to plan, organize and respond to campus emergencies including but not limited to weather and other major events to maintain business continuity.

Cultivates and maintains working relationships with relevant neighborhood, business, city, state, and federal agencies, public utilities and building industry groups.

Measures, monitors, and benchmarks facilities and energy performance against peers and best practices to ensure that the University is performing at the highest level. Ensures requisite safety and code compliance in all areas of Facilities operations.

Supports the construction of new facilities working with cabinet members, primary users of the facility, staff, and the selected architect for the capital project,

Identifies projects to be funded by renewal and replacement reserves and maintains and calculates the Facilities Condition Index (FCI) Summary, which includes renewal and replacement projects for all physical facilities owned by the University and reports the Condition Summary annually to the Vice President for Business Affairs.

Oversee service operations with accountability for service excellence, functional goals and performance, financials, and regulatory compliance.

Build a high performing diverse team of professionals, skilled craftsmen, laborers and support staff focused on service excellence and accountability to ensure continuous improvement and to foster a work environment that encourages teamwork.

Leverage data and financial information to determine functional strengths and weaknesses, resource planning and decision support.

Oversee functional responsibility for construction; remodeling and renovation; building maintenance; custodial services; landscaping and grounds maintenance; utility power plant operations; energy consumption and utility costs; and vehicle fleet operations and maintenance.

Effectively communicate and use excellent public relation and conflict resolution skills with students, faculty, staff and community representatives with a strong commitment to service excellence.

Establish and strategically leverage service providers, third-party vendors and contractors. Solicit and evaluate vendor proposals in accordance with university policies, mission and goals and to ensure cost-effectiveness.

Advise the President, Vice Presidents and other administrators on all matters relating to physical facilities.

Serve as the liaison with the UT System Office of Capital Projects

Coordinate and report facilities planning to the Texas Higher Education Coordinating Board.

### **Required Qualifications**

Bachelor's degree from four-year college or university within area of assigned responsibility; and eight to ten years related, progressive experience and training; or equivalent combination of education and experience.

### **Preferred Qualifications**

Master's degree in a related field.

Experience managing facilities within Higher Education.

A proven record of accomplishment leading organizational change and creating a facilities operation committed to optimizing operations, continuing improvement, and delivering services in a cost-effective, transparent, and efficient manner.

Expert knowledge of local, state and federal laws and codes that apply to facilities. Strong knowledge of computerized maintenance management systems (CMMS) and/or work order/asset management software technology.

Demonstrated financial planning and analysis skills, and organizational planning skills. Demonstrated commitment to building a diverse workforce and proven ability to recruit and retain highly qualified staff members.

Excellent communication skills.

Demonstrated understanding of skilled technical trades leadership.

Demonstrated ability to provide guidance and support to individuals resulting in high performing teams.

Demonstrated knowledge of diversified construction management with experience in alternate delivery methods including (but not limited to) Design Build RFQ/RFP, CM at risk, competitive sealed proposals and invitations for bids.

Demonstrated experience in campus master planning, professional services management, and facility programming for new buildings, renovations, and capital improvement projects.

## Strategy Statement

After nearly 30 years of service, Michael contacted me for resume and LinkedIn services to prepare for his transition out of the Air Force. He was clear about his goal, acquiring a job in facilities management for a university. His work in the military was in a similar field but the language and organizational priorities needed to be aligned. Key steps:

- Framed his work experience to align with the experience required in the university setting. That included revising job titles to better represent his work and updating language to align with the university. For example, campus instead of base, dormitories instead of barracks.
- Brainstormed with the client on how to highlight and measure his accomplishments. This was done with a focus on the job application requirements.
- When Michael first came to me, there was one university that he was interested in applying to immediately. Although subtle, the colors selected for the resume, black and red, are the colors of the university.

Michael began applying in February/March and hoped to have a job lined up before he retired in June. He interviewed at several universities throughout the spring and was offered multiple jobs. He has just started his new job as AVP of Facilities and Planning.

From the client: "Can't thank you enough! During my interviews, I had several unsolicited compliments for my resume... one hiring official went so far as to say it was the best he'd ever seen. And all the work required of me to prepare the resume was invaluable prep for the interviews. I've shared your contact info with numerous colleagues beginning their transition from the military."